



YOUR GOALS



**U.S. Department of Commerce
National Technical Information Service**



NTIS and eCornell – eTraining Partners

Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of 18 certificate programs and 60 courses.

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CERTIFICATE PROGRAM MANAGEMENT ESSENTIALS: MANAGING PRODUCTIVITY

6-course certificate series from Cornell University's School of Industrial and Labor Relations

ILRMD503 **Overcoming Barriers to Successful Management**

ILRMD504 **Leading People to Higher Performance**

ILRMD507 **The Power of Managing Your Time and Personal Priorities**

ILRMD508 **Managing People Issues to Stay Focused on Priorities**

ILRMD509 **The Impact of Personality Styles on Communication**

ILRMD510 **Managing Communication Challenges**



Course Experience—Program Quality

eCORNELL

Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



Certificate Management Essentials: Managing Productivity

e CORNELL

Overview

The most successful managers are those who can juggle often competing priorities, manage their time effectively, motivate their direct reports to peak performance, and diffuse difficult situations quickly and effectively to maintain a healthy and productive organizational environment. To help them do so, eCornell has partnered with Cornell University's School of Industrial and Labor Relations to create the Management Essentials: Managing Productivity Certificate.

The six-course series is designed to help participants diagnose, assess, and resolve difficult situations quickly and effectively. By improving their interpersonal communication skills, participants can address conflict more efficiently in a way that enhances employee morale and elevates productivity. Participants also learn to gain control of their own busy work schedules, increasing their personal productivity while reducing debilitating stress.

Component Courses

The certificate series consists of the six courses listed below, totaling approximately 36 hours of learning.

- ILRMD503 **Overcoming Barriers to Successful Management**
- ILRMD504 **Leading People to Higher Performance**
- ILRMD507 **The Power of Managing Your Time and Personal Priorities**
- ILRMD508 **Manage People Issues to Stay Focused on Priorities**
- ILRMD509 **The Impact of Personality Styles on Communication**
- ILRMD510 **Managing Communication Challenges**

Target Audience

The Management Essentials: Managing Productivity Certificate is designed for entry- to mid-level supervisors and managers seeking a deeper understanding of the issues and challenges of managing and increasing the productivity of direct reports and proven strategies for improving the productivity of your team.

Accreditation

Students who successfully complete all 6 courses in this series receive a Management Essentials: Managing Productivity Certificate from Cornell University's School of Industrial and Labor Relations.



Course Overview

Successful organizations use the creative energy of their employees in seeking solutions to organizational problems. They realize that those individuals involved in the actual work are in the best position to define systemic and process weaknesses and identify opportunities for improvement. In this course, participants learn to increase productivity, creativity, and efficiency by involving their employees in a continuous improvement process that encourages improved communication and collaboration. Participants will also explore personal paradigms or patterns of thought and behavior that prevent them from achieving positive change and success.

Target Audience

This course is important for all levels of managers, supervisors, and team leaders in virtually any industry who wish to continuously effect positive change and increase the productivity and efficiency of their organizations.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify personal and professional paradigms and understand how shifts in thinking can improve performance
- Analyze when organizational change is beneficial and when it should be avoided
- Involve employees in problem solving and decision making
- Assess personal communication styles to improve listening skills and approachability

Course Benefits

In this course, participants will learn about:

- Personal paradigms and collaborative management styles that produce positive change
- Facilitation of employee teams for more efficient problem solving and increased productivity
- The relationship between approachability, effective communication, and trust
- Active listening techniques that are indispensable for effective communication

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Performance**
- **Management Essentials: Managing Effectively**

Faculty Authors

Anthony Panos
Statewide Director, Management Programs
School of Industrial and Labor Relations
Cornell University

Tom Willett
Associate Director, Management Development Programs
School of Industrial and Labor Relations
Cornell University



Course Overview

An improperly motivated workforce always results in a less efficient, less productive, and less profitable organization. The goals of individuals must be aligned with the goals of the organization in order to thrive. In this course, participants will examine leadership styles that are exhibited by highly successful managers. They will explore techniques for aligning individual employee motivators with the organization's goals and interests. Participants will also learn how to create a motivated, team-oriented, and productive workforce and how to appropriately and positively confront problems and resolve conflict.

Target Audience

This course is crucial for all levels of managers, supervisors, and team leaders who are responsible for the productivity and morale of their employees.

Organizational Outcomes

Participants who complete this course will be able to:

- Apply motivational techniques to improve employee performance and enhance productivity
- Align workers' personal goals with the goals of the organization
- Resolve internal conflict in a positive and productive manner
- Balance directive and supportive leadership styles to develop and improve employees' performance

Course Benefits

In this course, participants will learn about:

- Effective techniques for motivating employees
- Recognizing indicators of motivation and determining individual motivators
- Aligning individual motivators with the organization's needs and interests
- Using confrontation as a motivational and developmental tool to manage more effectively
- Diffusing and resolving conflict efficiently
- Different leadership styles and their proper application

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
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Faculty Authors

Anthony Panos
Statewide Director, Management Programs
School of Industrial and Labor Relations
Cornell University

Tom Willett
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School of Industrial and Labor Relations
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ILRMD507 The Power of Managing Your Time and Personal Priorities



Course Overview

The ability to manage time and prioritize one's work is an essential skill that professional managers must master in order to be successful. Today, most jobs require managing multiple priorities while simultaneously looking for ways to improve performance. In addition, professionals need to balance careers with personal priorities. In this course, participants learn a series of invaluable techniques for managing time, setting priorities, changing mental patterns to enhance productivity, and focusing on personal values and life goals.

Target Audience

This course is fundamental for all administrative and supervisory personnel at every level of the organization who want to learn how to use their time more wisely and become more organized, efficient, and valuable to their organization.

Organizational Outcomes

Participants who complete this course will be able to:

- Analyze their patterns of thought and behavior and make positive life changes
- Write a personal mission statement that reflects personal values and life goals
- Recognize and respond to the benefits of setting priorities
- Identify time-wasters and practice techniques for managing them
- Use tools to set and rank priorities
- Process paperwork systematically and efficiently

Course Benefits

In this course, participants will learn about:

- Positive change as a means to increase productivity
- Time management and priority and goal setting
- Action plan development and implementation
- Time-wasters and how to avoiding them
- Specific techniques for maximizing daily productivity

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**

Faculty Author

Judi Hampton
Adjunct Faculty
School of Industrial and Labor Relations
Cornell University

ILRMD508 Managing People Issues to Stay Focused on Priorities



Course Overview

Successful leaders and managers are dependent on their abilities to deal with and manage the interruptions, conflicts, and stress that are inherent in managing others. In this course, participants will learn about a number of resources and practical techniques for maintaining good working relationships and working with others efficiently and harmoniously. They will also learn the tools and techniques that are instrumental for effective communication and conflict resolution and how to deal with potentially unproductive situations and co-workers.

Target Audience

This course is fundamental for all professionals in any organization who want to learn how to handle stressful situations with co-workers in a meaningful and productive fashion.

Organizational Outcomes

Participants who complete this course will be able to:

- Manage interruptions while maintaining good working relationships
- Improve productivity by delegating tasks, motivating others, and resolving conflicts
- Deal professionally and effectively with difficult people
- Create an action plan for managing multiple priorities

Course Benefits

In this course, participants will learn about:

- Handling interruptions efficiently and tactfully
- Motivation and appropriate delegation
- Miscommunication and the negative impact it has on productivity and morale
- Resolving interpersonal conflicts promptly and permanently
- Managing stress through the development of an action plan

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**

Faculty Author

Judi Hampton
Adjunct Faculty
School of Industrial and Labor Relations
Cornell University

ILRMD509 The Impact of Personality Styles on Communication



Course Overview

Interpersonal communication is one of the most challenging and important aspects of a successful career. It is essential for leaders and managers to understand the basics of communications, their own communication styles, the critical role of emotional intelligence, and the impact of all of this on their co-workers and their organization. In this course, participants will learn why good interpersonal communication skills are so important, how personality styles affect personal communication styles, and how this understanding can improve one's ability to work with and manage employees.

Target Audience

This course is important for all professionals—in any industry—who want to greatly improve their ability to communicate effectively.

Organizational Outcomes

Participants who complete this course will be able to:

- Understand the correlation between emotional intelligence and communication competencies
- Use different techniques for effective and active listening
- Choose the appropriate response style for different workplace situations
- Recognize and make use of the role that nonverbal communication plays in listening

Course Benefits

In this course, participants will learn about:

- The importance of effective communication
- The role of emotional intelligence in social interactions
- Myers-Briggs® assessment tool as a means to identify style and improve workplace communication
- Techniques for improving listening skills
- The role of nonverbal communication in listening

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**
- **Management Essentials: Interviewing and Selection**

Faculty Author

Nancy Lampen
Director, International Programs
School of Industrial and Labor Relations
Cornell University

ILRMD510 Managing Communication Challenges



Course Overview

Interpersonal communication is often one of the most challenging aspects of a career. To communicate successfully, professionals need to find a balanced approach to dealing with difficult people or conversations. One must be assertive enough to avoid being taken advantage of, but not so aggressive that he or she alienates or upsets co-workers. In this course, participants will learn how to be assertive and professional when dealing with challenging conversations and people. They will also learn how to analyze and make use of criticism to improve their skills and abilities.

Target Audience

This course is important for all professionals--in any industry--who want to learn to be more assertive and effective in their communications.

Organizational Outcomes

Participants who complete this course will be able to:

- Communicate their interests and needs to others in an assertive and professional manner
- Use criticism as a tool to develop and enhance their skills
- Effectively manage difficult conversations and people

Course Benefits

In this course, participants will learn about:

- Distinguishing assertive behavior from passive, aggressive, and passive-aggressive behavior
- Overcoming anxieties in order to be assertive and effective in conversation
- Acknowledging criticism appropriately and using it for self-improvement
- Providing effective feedback
- Communicating clearly in challenging conversations
- Strategies for dealing with various types of difficult people

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**
- **Management Essentials: Interviewing and Selection**

Faculty Author

Nancy Lampen
Director, International Programs
School of Industrial and Labor Relations
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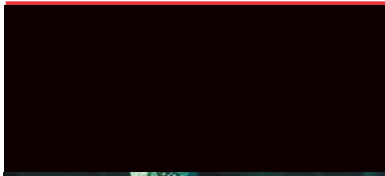
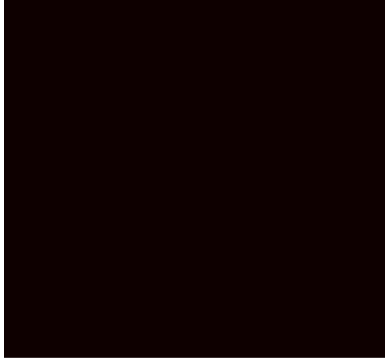
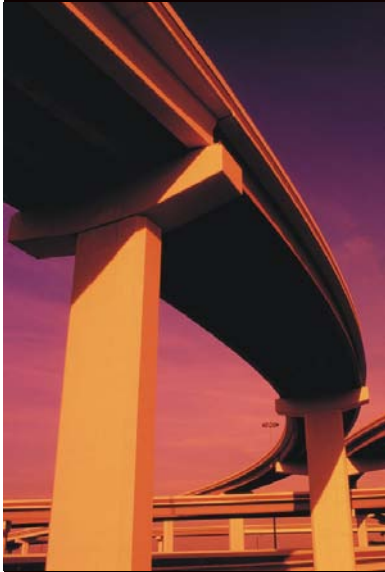
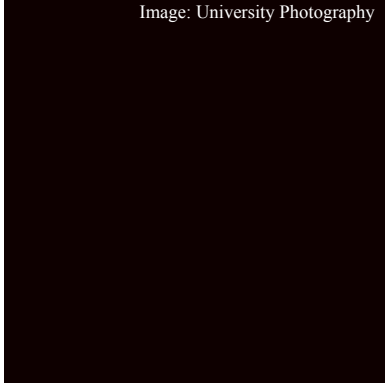


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In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

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